

ER 5-7311

30 June 1954

MEMORANDUM FOR: DEPUTY DIRECTOR (ADMINISTRATION)

SUBJECT: Legislation Supporting Career Service

1. The DCI has examined the attached study and is prepared to support legislation generally as proposed.
2. DD/A will have specific legislation drawn for each purpose and submit for the specific approval of the DCI.
3. Based upon the specific legislation as drafted, DCI will determine the answer to Conclusion 4a. In this connection, DD/A recommendation is requested.
4. A specific action paper will be prepared by DD/A in collaboration with AD/P to implement the Tab I proposal. This action paper should be discussed by DD/A and AD/P with appropriate Department of Defense officials, and specific recommendations based thereon made to the DCI.

DOCUMENT NO. 1

NO CHANGES. ☐☐ INDEXEDCHECKED *2011*

NEXT REVIEW

AUTH: RR 100

DATE: 26 MAR 54

C. P. CABELL
 Lieut. General, USAF
 Deputy Director

Attachment (w/orig only) (Staff Study from Chairman, CIA Career Service Bd, dtd 13 Jan 54, w/Tabs A-K - ER #5-0750)

DDCI/CPCabell/km/30 Jun 54

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Career Serv. Bd.

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MAR 7 1952

MEMORANDUM TO: CHAIRMAN, CAREER SERVICE COMMITTEE

SUBJECT: Career Service Progress Report of 22 January 1952

The Career Service Committee has produced a careful and thoughtful piece of work. The reports of your working groups have been invaluable in presenting a program which has highlighted the problems involved in this difficult subject. You have created a frame of reference for my own thoughts and although my conclusions are not on all four's with those of your Committee, I believe that your presentation will satisfy the needs of the Agency if you make the following adjustments:

1. Eliminate the proposed statement of policy, Tab B, and substitute a directive simply appointing the CIA Career Service Board, as constituted in your Tab C, with the additional functions set forth in C below.
2. Rewrite Tab C, eliminating the introduction and providing separate programs for the following classes of personnel:
 - A. Clerical and administrative (the latter being positions of greater responsibility to which the clerical can attain, i.e. staff officers).
 - B. Specialists, whose sole value to the Agency is presumably in their specialty (this group ranging from translators and photo technicians to chauffeurs).
 - C. Professionals, i.e. officers.

Generally speaking, normal Civil Service procedures provide adequately for the career benefits of



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NO CHANGE IN CLASS.

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CLASS. CHANGED: 1 0 0

NEXT REVIEW DATE:

AUTH: HR 70-2

DATE: 26 MAR 81

REVIEWER:

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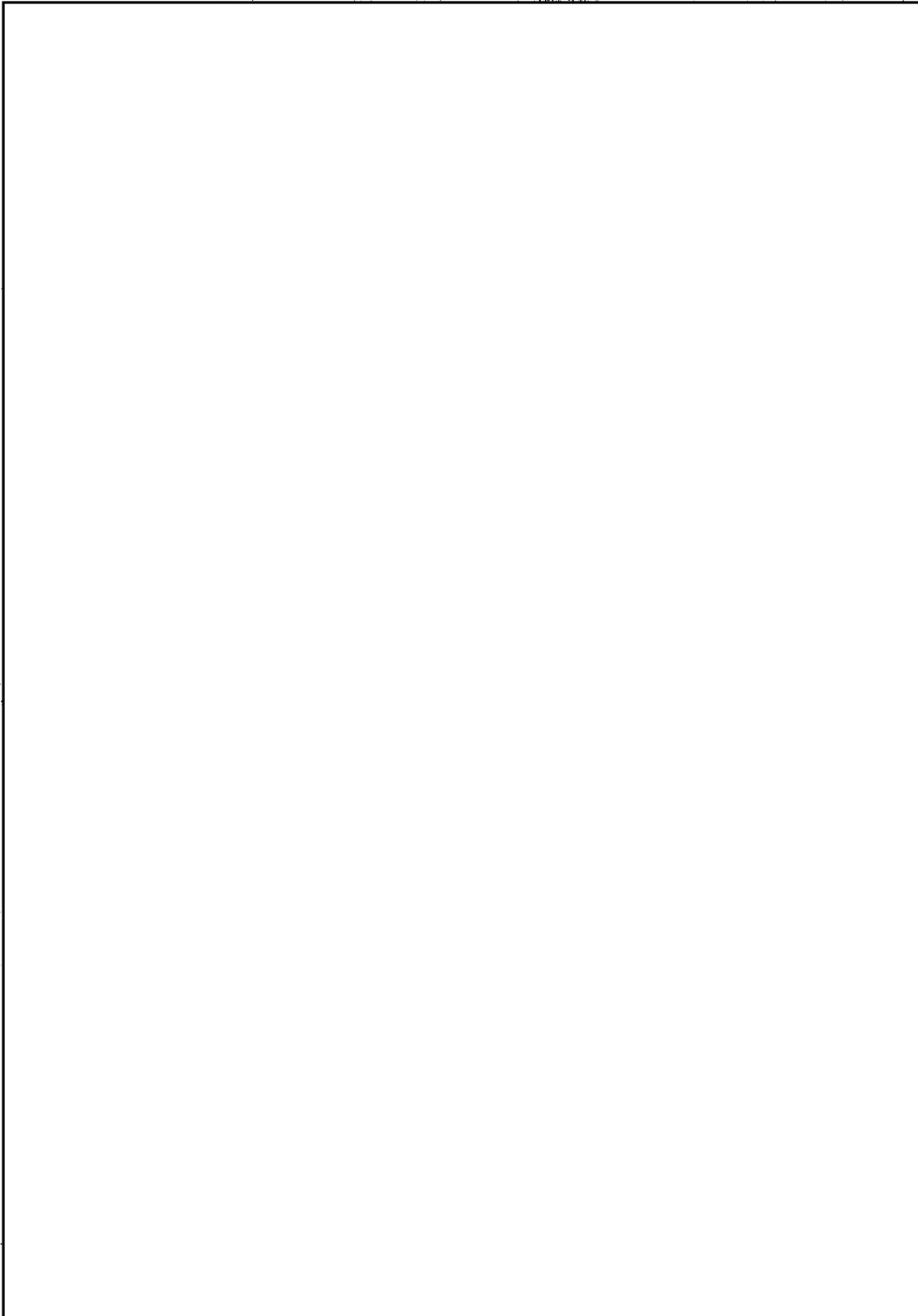
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official of base report E R R- 6109

ROUTING AND RECORD SHEET

INSTRUCTIONS: Officer designations should be used in the "TO" column. Under each comment a line should be drawn across sheet and each comment numbered to correspond with the number in the "TO" column. Each officer should initial (check mark insufficient) before further routing. This Routing and Record Sheet should be returned to Registry.

FROM:

Assistant Director (Personnel)

NO.

DATE

22 January 1952

TO	ROOM NO	DATE		OFFICER'S INITIALS	COMMENTS
		REC'D	FWD'D		
1. DD/A				<i>[Initials]</i>	BY HAND - Copy #1
2. DCI				<i>3/7</i>	<i>lec</i>
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10 JAN 1952
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Classification downgraded
by auth.
I&S, Memo dtd 12 Feb 52,
after Tab E detached.

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Office of Inspector Gen.

22 January 1952

Executive Registry

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MEMORANDUM FOR: Director, Central Intelligence
FROM : Chairman, Career Service Committee
SUBJECT : Progress Report

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DATE: 26 MAR 81

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1. The Problem: Organization and Procedure (see Tab A)

The Career Service Committee was charged with submitting to you a plan for a Career Service. Six Working Groups were organized and each was assigned a series of problems. The Working Group on Selection Criteria and the Working Group on Employee Rating have completed their assignments (see Tabs C, D and G) and are making their final reports. A new Working Group is being organized, replacing these two, which will develop the next phase of the planning. It will be expected to complete its assignment in February. The Working Group on Career Benefits is expected to complete in February that part of its assignment which does not require legislation (see Tab E). The Working Groups on Trainees, Extension Training and Rotation (see Tab F) are expected to complete their assignments and make their final reports in February.

2. The Career Service Policy (see Tab B)

The Committee firmly believes that the policy underlying the establishment of a Career Service in the Central Intelligence Agency must be announced by the Director. It also must receive wholehearted and active support of all executive and supervisory personnel. The Committee has drafted a proposed statement of policy (see Tab B) which would be signed by the DCE and distributed to all Agency personnel. This policy offers a Personnel Program and a Development Program within the framework of a Career Service in CIA. It is designed to banish from the individual's mind the fear that the Career Service Program is a scheme for creating an "elite corps". The issuance of such a statement would mark the beginning of the Career Service Program.

3. The Development Program (see Tab C)

Eligibility for participation in the Development Program of the Career Service Program is based on two fundamental conditions:

- a. The individual must declare his intent, to the best of his ability, to make a career of employment with CIA.
- b. He must have proved his ability and have this certified by his Office.

The Career Service Boards (see below) will determine the development program for each participant, basing it on the needs of the Agency and on the potentiality of the individual.

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4. Employee Evaluation (see Tab D)

Systematic evaluation is a valuable means of insuring good work relations, better performance, lower turnover. It is also the first orderly step in selecting certain persons for advancement or development. It is the cornerstone on which a Career Service can be built. The proposed Personnel Evaluation Report is also designed to permit more advanced techniques of selection to be applied for special purposes.

5. Career Benefits (see Tab E) *

Three types of benefits, not now available, can be instituted by the DCI under existing authority. Others would require legislative action. It is recognized as a practical matter that, while there are many intangibles, career benefits provided by the Agency are important factors that induce large numbers of persons to decide to make a career of employment in CIA.

6. Rotation (see Tab F)

7. The Career Service Boards (see Tab G)

In view of the compartmentalization required in CIA on a "need-to-know" basis, and the high degree of specialization that is required in the several Offices in order that they may discharge their missions, decentralization in the operation of the Career Service Program is essential. The CIA Career Service Board, at the DCI level, will determine policy on behalf of the DCI, continuously review the actions of the lower boards, and recommend to the DCI specific action with respect to an individual only when the interests of CIA as a whole clearly transcend the more restricted interests of the Office concerned.

8. Implementation of the Career Service Program (see Tab H)

It is believed that the first steps in the Career Service Program can be announced and put into effect on the first of March.

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F. TROTT DIVISION
Chairman, Career Service Committee

Attachments:

- Tab A: Organization and Procedure
- Tab B: The Career Service Policy
- Tab C: The Development Program
- Tab D: Employee Evaluation
- * Tab E: Career Benefits (Detached by Mr. Hedden) ~~MA~~
- Tab F: Rotation
- Tab G: The Career Service Boards
- Tab H: Implementation of the Career Service Program

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ORGANIZATION AND PROCEDURE

1. The Career Service Committee was appointed by the DCI in September 1951 and has the following membership:

General F. Trubee Davison, Assistant Director (Personnel), Chairman
Colonel Matthew Baird, Director of Training
Sherman Kent, Assistant Director, ONE

[REDACTED], Deputy Assistant Director, CSC

[REDACTED] was appointed Executive Secretary to the Committee on a full-time basis. The Committee holds weekly meetings.

2.

[REDACTED] Company, has been engaged as Consultant to the Career Service Committee.

[REDACTED], who has been concerned with the Executive Development Program of the [REDACTED] since the War, spends two or three days per week in Washington advising the Committee and the Working Groups on similar problems and the solutions to them that have been reached in industry. He also serves as a channel through which data on industrial career and development programs can be discreetly acquired by CIA.

3. Six Working Groups have been established to aid in carrying out the mission of the Career Service Committee as speedily as possible and to create a broad base for planning purposes. Each group consists of about six persons of Division or Staff Chief or Deputy Assistant Director caliber. The groups were assigned a series of problems as shown in paragraph 7 below.

4. The several Assistant Directors were invited to participate by assigning those persons to the Working Groups on a part-time, in-addition-to-other-duties basis. The Working Groups were charged with effecting solutions to their assigned problems from an Agency-wide point of view. At the same time, each Working Group was directed to satisfy the requirements and harmonize the interests of the various Offices represented and, through informal consultation and pre-coordination, to insure that the interests of Offices not represented were considered.

5. Office membership on the Working Groups is determined by primary interest in subject matter. The Executive Secretary of the Career Service Committee meets with each of the Working Groups and coordinates their activities. The Working Groups hold regular meetings and hearings which are usually attended by the Consultant to the Career Service Committee and by such experts and advisors as the groups invite from time to time.

6. The Working Group on Selection Criteria and the Working Group on Employee Rating have completed their assignments (see Tabs C, D and G) and are making their final reports. A new Working Group is being organized, replacing these two, which will develop the next phase of the planning.

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DATE: 26 MAR 81

Tab A

It will be expected to complete its assignment in February. The Working Group on Career Benefits is expected to complete in February that part of its assignment which does not require legislation (see Tab D). The Working Groups on Trainees, Extension Training and Rotation are expected to complete their assignments and make their final reports in February (see Tab F).

7. The membership of the Working Groups and their assignments are as follows:

a. Working Group on

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Problem:

To investigate ways and means of activating the Career Service Program with respect to employee participation and to recommend to the Career Service Committee criteria by which employees become eligible to participate; to recommend the mechanics of selection (i.e. whether there should be selection and review boards and what their number, location and composition should be) and to recommend the degree to which selection governing participation in the Career Service Program should be centralized.

b. Working Group on

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Problem:

To recommend to the Career Service Committee a system or systems for rating employees and for evaluating their on-the-job performance that can be immediately installed on an "experimental" basis; to recommend whether there should or should not be, in addition, a report containing an estimate by the supervisor of the employee's potentiality and recommendation for future assignment together with a statement by the employee of his preference for future assignment; to ensure that rating systems recommended can be integrated into a Career Service Program; to recommend methods of approaching uniformity in rating standards and to ensure that ratings are responsive to job duties and responsibilities; to recommend procedures for use of the respective offices in handling employee ratings, to recommend procedures for issuance and notification of ratings, and for review and appeal techniques.

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c. Working Group on CAREER BENEFITS

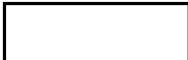


Problem:

To recommend to the Career Service Committee the scope of and degree to which Career Benefits are necessary and desirable; in what manner these can be applied to develop an esprit de corps; how, in particular, tangible or intangible compensation may be made in connection with assignments to hardship or unhealthful overseas posts; how to administer and to determine the application of hazardous duty pay; whether bonuses and meritorious promotions can or should be used as reward for outstanding performance or as compensation for achieving and maintaining certain skills; whether a special retirement system is needed and if present disability and death compensations are adequate; to recommend a legislative program to effect the above.

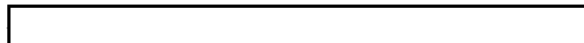
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d. Working Group on



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Angleton, OSO

Personnel

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Problem:

To recommend to the Career Service Committee methods of locating, selecting, recruiting, security clearing, evaluating, assessing, and testing, training and assigning trainees; to consider criteria and standards for their selection and curricula for their training; to investigate the magnitude of this program and the appropriate intake; to recommend means of coordinating this program with other programs in the Agency for processing new employees; to consider and recommend security measures, publicity and public relations policies to be adopted in connection with the program; to determine how significant covert opportunities encountered in this program are to be immediately sealed off and channeled to the appropriate covert office.

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e. Working Group on

(Chairman)

OSI (Secretary)
 , GNE
 , CO
 O&O

Problem:

To survey the types of extra-CIA training that are required and to recommend to the Career Service Committee policies and procedures for putting into effect an extension training program or programs a.) in universities, colleges and laboratories and other research and educational institutions in the United States and abroad, b.) in service schools and colleges of the Armed Forces, c.) in industry, d.) in other United States Government Agencies, e.) in other friendly foreign intelligence services and f.) in other friendly foreign government units and staff colleges; to inquire into and to recommend methods of selecting individuals, schedules and phasing; to investigate possible magnitude of such a program; to recommend security measures made necessary by reason of these extra-CIA activities; what training in general should be offered in CIA and what outside.

f. Working Group on ROTATION

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Problem:

To recommend to the Career Service Committee a policy regarding intra-Office rotation, inter-Office rotation and extra-CIA rotation; to recommend policies and procedures regarding rotation between overt and covert offices and between domestic and overseas duty; to recommend the degree to which the several types of rotation should be centralized or de-centralized within CIA; to recommend procedures by which the several types of rotation should be administered, scheduled and controlled in order to advance the development of the individual and contribute the greatest benefit to CIA and to its component offices.

B

SECURITY INFORMATION

THE CAREER SERVICE POLICY OF THE CENTRAL INTELLIGENCE AGENCY

The course of world events has put the United States in a position of world leadership. An unparalleled opportunity exists for persons of integrity, ability and determination to serve their country in the intelligence field.

If it is to fulfill its mission, the Central Intelligence Agency must offer attractive careers to able people. The CIA Career Service Program answers this challenge. It provides an opportunity for you and the Agency to work together in developing your abilities and qualifying for advancement.

In simplest terms the Career Service Program seeks to ensure for every person in CIA fair appraisal of performance....a carefully planned development program....and advancement based on demonstrated merit. You will get a full explanation of each step in the Program as these steps are put into effect in coming months.

Cooperation in career development between the Agency and persons of ability will ensure that the present and future intelligence requirements of the United States are met. This cooperation will also ensure a full and rewarding career to those persons who dedicate themselves to the security of the United States.

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[for the signature of the DCI]

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CAREER SERVICE COMMITTEE

Working Group on SELECTION CRITERIA

17 January 1952

SELECTION CRITERIA FOR PARTICIPATION IN CIA CAREER SERVICE PROGRAM

1. INTRODUCTION

Two major assumptions for planning are accepted:

A. Assumption #1

A Career Service Program must embrace each employee from the day he enters on duty with, through the day he finally separates from the Agency and beyond that day to include all retirement and other benefits due him or his dependents. On the other hand it must discover, develop and place future key Agency executives and administrators. The Program, therefore, will comprise two major efforts:

- (1) First, continuing effort toward effective Agency personnel and training programs. This affects directly all employees and accomplishes such tasks as:

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- (a) Recruitment and Placement
- (b) Employee Evaluation
- (c) Salary and Wage Administration
- (d) Employee Relations and Counseling
- (e) Normal Indoctrination and Training
- (f) Retirement and other benefits and prerogatives
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This portion of the Career Service Program, then, applies to all CIA staff employees and staff agents without distinction as to grade, assignment, professional or clerical status, length of service and allied factors.

- (2) Second, the effort to discover and to exploit fully the potential and talents of proven employees. This is essentially a Development Program to insure the best possible use of Agency employees. The effort put in the development of a given employee must be determined by and justifiable only on the basis of potential and proven ability. The result of this effort is not all-embracing, but will vary with the individual. However, it

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will function along two distinct lines. On the one hand it will provide continuing and intensive training for large numbers of Agency personnel in all job fields. On the other hand it will locate, equip and produce the relatively small numbers of future Agency key executives and administrators. In any event the Development Program will better qualify the employee for advancement. The Program will operate through such means as:

- (a) Rotation
- (b) Re-training (seminar and refresher courses)
- (c) Duty assignments with on-the-job training
- (d) Extension training, including sabbatical leave, overseas travel and high-level training assignments such as National War College, Joint Chiefs, Dept. of State Policy Planning Staff.

In view of the foregoing, each staff employee and staff agent does in fact, upon the day he accepts employment, become a participant in the Career Service Program and must be apprised of its incentives, benefits and responsibilities.

B. Assumption #2

All staff employees and staff agents participate in the Career Service Program. However, for participation in its Development Program, selection criteria are required. The remainder of this paper relates to these selection criteria.

2. RECOMMENDATION

A. CIA employees in the Career Service Program who satisfy the following requirements shall be eligible to participate in the Development Program:

- (1) Staff employee or staff agent status (required for Career Service Program).
- (2) Proven, satisfactory service certified in writing by the employee's ~~Officer~~ Career Service Board (see "Centralization of Selection for Participation in the CIA Career Service Program" dated 12 December 1951). Determination of "proven" service shall be based generally on appraisal of at least two years' CIA service of the employee. Less than two years' CIA service will require final approval of the CIA Career Service Board.
- (3) Written agreement of intent to make a career of employment with CIA, including willingness to serve in any domestic or

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overseas CIA post for which by Agency determination qualified jobwise and physically.

(4) Security concurrence by I&S Office.

B. Eligibility to participate in the Development Program shall be determined only on the basis of the above-named requirements. It is to be noted particularly that:

(1) No age limitations are set.

(2) Civil Service Commission certification is not required.

(3) No formal educational requirement is prescribed.

3. DISCUSSION

A. Re Introduction

The planning bases laid down in INTRODUCTION stem from two major aims:

(1) To banish from employees' minds the fear that the Career Service Program is a scheme for creating and nurturing an elite corps of a favored few.

(2) To make the incentives and benefits of the Development Program available to those Agency employees who demonstrate potential and interest in long-term CIA employment.

B. Re "Staff employee or staff agent status"

This excludes from the Career Service Program contract, consultancy, and special agent categories. It embraces those who work full time with no predictable short-term connection.

C. Re "Proven satisfactory service"

This is intended to permit flexibility while also setting a normal requirement of two years' CIA service in order to assure a reasonably uniform standard throughout the Agency. When the Office Career Service Board feels an exception is justified, this provides a regular procedure for requesting the exception.

D. Re "Security concurrence by I&S...."

This leaves control of security requirements with I&S.

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- C. Increased opportunity for rotation.
 - D. Increased opportunity for education - within and outside CIA.
 - E. Increased assurance that he will go as far as his ability justifies.
- It is emphasized that there is no guarantee to the individual of promotion or ultimate grade level.

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EMPLOYEE EVALUATION

1. The Committee has not conducted any original research in the controversial field of employee rating or evaluation systems. It has been guided, however, in reaching its conclusions by the voluminous research that has been conducted since the War by the Armed Forces, the Civil Service Commission, other government agencies (especially the Department of State) and industry, including management consultants.

2. Conclusions which have led to the development of the proposed Personnel Evaluation Report are:

- a. The primary purpose of an evaluation system is to insure to the Agency and to the employee the best use of his aptitudes, knowledges, skills and interests. Evaluation of these factors is the first step in planning a career development program for the individual.
- b. An employee evaluation system, to be effective, requires proper training of the supervisor making the evaluation and discussion between the employee and the supervisor. Since valid estimations of performance can only be made if the employee has thoroughly understood what is expected of him, the system must insure an understanding between the supervisor and the employee concerning the job to be done.
- c. Adoption of a "forced choice" system is not practical without an extensive research program within CIA extending over a period of at least twelve months.
- d. "Comparison" type ratings, that lead to comparisons between employees on the basis of single adjective or numerical ratings, are largely subjective and difficult to standardize, often lead to hard feelings and costly appeal procedures, and usually serve no constructive purpose.
- e. A single basic system is necessary in order to provide a common denominator for the evaluation of all employees. It must be simple and easy to execute and to handle administratively.

3. An evaluation system must encompass both past performance and future potential. It can be only as good as the understanding and cooperation, of both employee and supervisor, which enter into its execution. Therefore, an evaluation manual containing instructions and procedures will be prepared and indoctrination of all employees will be required when the system goes into effect. Both employees and supervisors must realize that an individual who is a "supervisor" looking down the ladder, is also an "employee" looking up.

4. (See photostat of proposed Personnel Evaluation Report immediately following. Minor changes are presently being made to this. Another draft is expected on 28 January 1952.)

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CASE R BENEFITS

Part I

Additional Benefits Desired by CIA

<u>Benefits Desired</u>	<u>Action Required</u>
a. Additional pay for various types of hazardous duty. (See Part III.)	a. Approval by the DCM. (See Part III.)
b. A meritorious award system providing for recognition of distinguished service to the Agency (somewhat similar to that of the Department of State). Awards may be by medal, certificate, monetary, or a combination of all three.	b. Approval by the DCM. (In the case of medal, either legislative action or approval by the White House would be required.)
c. A CIA overseas post classification system providing benefits responsive to unhealthful conditions.	c. Approval by the DCM. (If the benefit conferred additional credit against retirement, legislative action is required.)
d. Applications of the principles of the United States Employees' Compensation Act to dependents of employees engaged in hazardous duties who are themselves exposed to hazard.	d. Legislative action. (While technically the DCM could authorize this benefit for unvouchered personnel, there is no authority for the DCM to approve similar benefits for vouchered personnel. Specific provision for this benefit was made in the proposed wording of P. L. 110 prior to its enactment. At that time, the Bureau of the Budget requested its deletion on the grounds that no precedent existed for such a provision. While it is true that some precedent has been established with respect to the Armed Services, there is none with respect to civilian employees of the U. S. Government. Therefore, it would appear essential to secure legislative approval prior to granting such benefits to any Agency personnel.)

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<u>Benefits Desired</u>	<u>Action Required</u>
e. Death gratuity of six months' base pay to dependents of CIA employees whose death occurs in line of duty while serving overseas. Definition of the term "line of duty" will be required.	e. Legislative action. (The same comments as in d, above, are applicable with respect to this benefit, except that no specific provision has been included in proposed CIA legislation.)
f. Pay, within-grade raises, and grade promotions for vouchered funds personnel who are detained involuntarily by foreign governments.	f. Legislative action. (This benefit can be granted by the DCI only to unvouchered funds personnel at present. Vouchered funds personnel would be covered by Senate Bill No. 1820 - designed to replace the Missing Persons Act - if it is slightly modified from the form in which it was originally introduced so that it will completely serve CIA interests. Also, further modifications are required to meet objections of GAO and the CSC.)
g. A more liberal retirement system.	g. Legislative action.
h. An appropriate and adequate leave system for all overseas employees.	h. Legislative action.
i. Better group health insurance.	i. Not certain. (Under study at present with the CIA-sponsored Government Employees Health Association; action required will depend on the benefits to be achieved.)

CAREER BENEFITS

Part III

Additional Pay for Various Types
of Hazardous Duty

1. Pilots or crew members of air travel or gliders should not receive extra pay for performing pilot or crew duties as such. However, pilots, including members and passengers who participate in aerial flight over areas which have been designated as hostile by the Director, Central Intelligence Agency, should receive extra compensation of \$50 for each trip.
2. A similar amount should be paid to employees who enter such areas by any other means of transportation such as by marine operations or border crossing. In no case should employees receive extra compensation exceeding 50 per cent of base pay in any given month.
3. Agency employees certified for jump training and jump instructors should be compensated for hazardous duty in accordance with the military officers' schedule for such duty (\$100 per month), subject to the limitation that such payments will be for a minimum of, but not longer than, three months' duration for trainees.
4. Submarine duty should not be compensated for by hazardous-duty pay. However, when employees enter hostile areas, designated as such by the DCI, as crew members or passengers on submarines, they should be compensated for this duty under terms of paragraph 2, above. Also, no hazardous-duty pay should be made to employees during their training in submarine-escape techniques.
5. Under appropriate regulations, individuals shall be entitled to receive incentive pay for the performance of hazardous duty involving the demolition of explosives as a primary duty, including training for such duty when such duty is required by competent orders. The rate of pay would be \$100 per month.

The term "duty involving the demolition of explosives" shall be construed to mean duty performed by members, including members in training for such duties, who, pursuant to competent orders and as a primary duty, demolish by the use of explosives, obstacles, explosives, or underwater objects, or recover and render harmless by disarming or demolition of explosives which, having been projected, launched, dropped, or laid in a normal manner, have failed to explode as intended.

Demolition duty also includes the performance of the above duties by instructors and students as part of a recognition course of instructions in such duties, even though simulated explosives, munitions, or charges are used, provided, however, that, in the course of such training, live explosives are employed as elements thereof or for their destruction.

6. Employees engaged in

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EGIB dangerous duties should receive extra compensation at the rate of 50 per cent of their base pay while actually located in an area designated as hostile by the DCM.

7. Employees who engage in duty involving infiltration into Communist or other organizations inimical to the United States should receive extra compensation at the rate of 50 per cent of their base pay while actually so engaged.

8. Certain hazardous-duty categories provided for by law have been eliminated from this list on the premise that position classification and determination of pay scales have already taken into consideration these hazards.

9. Employees should receive extra pay on the basis of any combination of the above categories, except that in no case should the total extra pay for hazardous duty exceed 50 per cent of the employee's base salary.

10. Adequate administrative procedures should be established which will assure proper qualification and certification of employees eligible for extra pay under various categories of hazardous duty. This may require the establishment of a centrally-administered CIA Hazardous Duty Board.

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ROTATION

1. Rotation is the process of systematic designation and redesignation of an individual to various kinds of duty and training for the purpose of improving his capacity to serve the Agency.

2. Specifically, rotation aims at the following objectives:

a. For the Agency:

- (1) A more effective and more economical utilization of the Agency's manpower.
- (2) A method of improving the selection and broadening the experience of individuals to serve in key positions.
- (3) The cultivation of an esprit de corps based primarily on the reward for merit principle.

b. For the individual:

- (1) Assisting him to do his present job more effectively by:
 - (a) Increasing his knowledge in depth in his field.
 - (b) Providing him with new skills, techniques and methods of performance.
 - (c) Improving his ability to plan his work and to direct and supervise others in it.
 - (d) Increasing his understanding of the necessary relationships of his job to those of collateral and higher echelons of the Agency.
- (2) Preparing him to undertake jobs of increasingly greater responsibility commensurate with his growth potential by:
 - (a) Broadening his understanding of the objectives of the Agency and its mission.
 - (b) Intensifying the development of his planning, managerial and supervisory skills.
- (3) Providing him more opportunity to find the field in which he does best.
- (4) Removing an individual from a "rut".

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Working Group on SELECTION CRITERIA

12 December 1951

CENTRALIZATION OF SELECTION FOR PARTICIPATION
IN THE CIA CAREER SERVICE PROGRAM

1. INTRODUCTION

The Working Group agreed to consider the subject of centralization of selection of candidates for participation in the Career Service Program in over-all, general terms as distinguished from the procedures of the selection process which will involve detailed consideration of such specific items as promotion policy, selection out, and so forth.

2. RECOMMENDATIONS

A. Policy respecting both the selection process and the operation of the Program should be centralized in a CIA Career Service Board, acting on behalf of CIA as a whole, while the mechanics of the selection process should be decentralized to Office Career Service Boards. The procedures and details of operation of the Program should be a primary responsibility of Assistant Directors and Office Heads. In order to provide further decentralization, if the size of a particular Office or comparable unit makes it necessary for efficient and equable processing, Assistant Directors or Office Heads should create additional, equally empowered boards as necessary.

B. CIA Career Service Board

1. Membership:
 - a. Deputy Director, CIA or alternate
 - b. Deputy Director, Plans or alternate
 - c. Deputy Director, Administration or alternate
 - d. Director of Training
 - e. Assistant Director, Personnel

Secretariat (Career Development Staff:
Personnel Office)

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2. Functions:
 - a. Develops policy governing the Career Service Program for submission to the Director of Central Intelligence and serves as his advisor on all matters concerning the Program.

DOCUMENT NO. 10
NO CHANGE IN CLASS. ☐
☒ DECLASSIFIED
CLASS. CHANGED TO: TS S C
NEXT REVIEW DATE:
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- b. Advises, and reviews the functioning of, /Office/ Career Service Boards.
- c. Reviews the functioning of the Career Service Program including:
 - 1) Approving, on a continuing basis, selection standards employed in the training and rotation programs.
 - 2) Acting as final board of appeal and adjudication in all Career Service matters involving /Office/ Career Service Boards, Agency Offices or comparable units and individuals.

c. /Office/ Career Service Board

- 1. Membership:
 - a. Assistant Director or Deputy Assistant Director (or Office Head)
 - b. Staff or Division Chiefs (as appointed by Assistant Director or Office Head)
 - Secretariat (as appointed by Assistant Director or Office Head)

The proceedings and actions of each Office Board, including the list of its members, will be available on a regular basis to the CIA Career Service Board. It is recommended that consideration be given to augmenting the Office T/O's, if necessary, in order to provide the necessary Secretariat.

- 2. Functions:
 - a. Serves as advisor to the Assistant Director or Office Head and acts for him on all matters pertaining to the Career Service Program.
 - b. Approves or disapproves selection for initial participation in the Career Service Program.
 - c. Directs within the office, the application and functioning of the Career Service Program.

3. DISCUSSION

It was generally acknowledged that the current proposal for establishment of a Career Development Staff in the Personnel Office was sound and essential. With regard to the /Office/ Career Service Boards, it was the opinion of the Selection Criteria Working Group that only Assistant Directors or Office Heads, their Deputies, and Staff and Division Chiefs should serve as members.

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IMPLEMENTATION OF THE CAREER SERVICE PROGRAM

Synchronized action that could be taken

as of 1 March 1952

<u>Action</u>	<u>Method</u>
a. Issue CCI statement on the Career Service Policy (see Tab B)	a. Notification to <u>all</u> Personnel by CCI Notice
b. Issue Procedure concerning Employee Evaluations (see Tab D)	b. Notification to <u>all</u> Personnel by CCI Notice and CCI Regulation
c. Issue Employee Evaluation Manual and announce administrative indoctrination schedules	c. Distribution to <u>all</u> Personnel
d. Activate the CCI Career Service Board and Activate the <u>Office</u> Career Service Boards (see Tab G)	d. Notification to <u>all</u> Personnel by CCI Regulation
e. Issue Procedure concerning participation in the Development Program (see Tab C)	e. Notification to <u>all</u> Personnel by CCI Notice
f. Issue Establishment of Distinguished Service Award Program (see Tab E, Part I)	f. Notification to <u>all</u> Personnel by CCI Notice and CCI Regulation
g. Issue Hazardous Duty Pay Policy and Schedules (see Tab E, Part I and III)	g. Notification to employees and staff agents concerned by covert office circulars and Confidential Funds Regulations

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